

TERMS OF REFERENCE:

Model National Disaster Management Office Organizational Structure for Advancing Comprehensive Disaster Management (CDM)

1.0. INTRODUCTION

- 1.1. The term Comprehensive Disaster Management (CDM) is defined as *“the management of all hazards through all phases of the disaster management cycle – prevention and mitigation, preparedness, response, recovery and rehabilitation - by all peoples- public and private sectors, all segments of civil society and the general population in hazard prone areas. CDM involves risk reduction & management and integration of vulnerability assessment into the development planning process.”* (CDERA 2001, 2006)
- 1.2. Originally adopted by the region in 2001, the CDM Strategy is now in its second five year cycle of implementation. The adoption of the CDM approach has catalyzed the focus of Disaster Management in the Caribbean from one principally concerned with response to events to one based on disaster risk reduction through greater attention to mitigation, preparedness and recovery.
- 1.3. This paradigm shift in our approach to risk management has necessitated more proactive and strategic planning to galvanize the necessary support by decision makers, encourage sector mainstreaming of CDM, enhance knowledge management on CDM and strengthen community resilience.
- 1.4. One of the critical assumptions underpinning the implementation of the CDM Framework in 2001 was “Human resources needed for the program will be available” and whilst not explicitly stated, it is safe to assume that this included consideration of the complement of human resources available at the national level within National Disaster Offices.
- 1.5. The observations of the 2006 Assessment Report on the Implementation of CDM are instructive with regards to the status of human resources complements within National Disaster Offices states:

- 1.6. *“NDOs (National Disaster Offices) ... are still seen as generally too weak to bear the CDM’s objectives fully and the general consensus is that the national governments have not given the priority attention required in terms of human and financial resources”*
- 1.7. The Report further states *“Despite key progress, many expected results of (the) strategy were not achieved and in some cases limited progress made. For example, CDM is not sufficiently integrated (or mainstreamed) at the national level into development planning and key policies in participating states/territories. There is also evidence of mixed results on prioritization of CDM at the national level. In addition, the assessment revealed some degree of inadequate and also uneven institutional capacity building results at the national level, such as mixed results overall in terms of strengthening of NDCs, although it is recognized that this is also a function of government support. This leads to the conclusion that institutional capacity building and support needs to remain a priority in the next programming period. In particular, based on the different success levels and experiences in building NDO capacity, it will be important to strategize on providing different types of capacity building and support to different NDOs...”*
- 1.8. Under an ongoing consultancy – the development of model CDM legislation and regulations – the CDEMA CU is aiming to define specific roles and responsibilities of members that make up a National Disaster Organization (NDO). NDOs include membership from relevant line ministries and members of the public and private sector that have a role to play in delivering CDM at the national level. Specific functions for the Director of NDOs will also be articulated.
- 1.9. Participating States (PS) of the Caribbean Disaster Emergency Management Agency (CDEMA) have identified the need for the elaboration of a Model National Disaster Management Office Organizational Structure to deliver the Comprehensive Disaster Management mandate at the national level.

2.0 OBJECTIVES OF THE CONSULTANCY

This consultancy specifically focuses on the structure for the National Disaster Management Office and not the wider structure (partners, ministries, statutory boards etc.).

The Specific Objectives are to:

- 2.1 Determine the core functions of the National Disaster Offices in context of CDM
- 2.2 Develop Model National Disaster Management Office Organizational Structures for advancing CDM;
- 2.3 Recommend a transition structure for National Disaster Offices during emergency operations

3.0 SCOPE OF WORK

- 3.1 The consultancy should involve at minimum research, analysis, extensive consultation and synthesis of information to produce the Model National Disaster Management Office Organizational Structure to deliver the Comprehensive Disaster Management mandate at the national level.
- 3.2 A highly participatory process is required to ensure that the Model National Disaster Management Office Organizational Structure is rooted in best practices and there is buy-in from CDEMA Participating States (PS).
- 3.3 The outputs of the Model CDM Legislation and Regulations consultancy is useful and needs to be considered under this consultancy
- 3.4 In view of the above, the following key steps are envisaged at minimum:
 - i. Preparation of an inception report
 - ii. Review of CDEMA PS existing organizational structures in the context of the CDM mandate
 - iii. Elaboration of Model National Disaster Management Office Organizational Structures through consultation with CDEMA PS.

Preparation of the Inception Report

- 3.5 The Consultant is required to prepare an inception report that details the approaches/methodologies, timelines, risks, mitigation measures, assumptions, expected results and milestones associated with the Consultancy.
- 3.6 The CDEMA CU will provide the Consultant with an outline of the inception report format.
- 3.7 The inception report should be prepared following discussions with relevant staff at the Caribbean Disaster Emergency Management Agency (CDEMA) Coordinating Unit (CU) and relevant members of CDEMA PS to gain deeper insight into the scope of the Consultancy to guide the preparation of a realistic and relevant inception report.

Development of Model National Disaster Management Office Organizational Structures

- 3.8 The Consultant/Firm must review the following with a view to identifying the key elements of the CDM mandate for delivery at the national level:
- i. The Enhanced CDM Strategy and Programming Framework 2007-2012;
 - ii. Agreement Establishing CDEMA;
 - iii. Virgin Islands (UK), Jamaica, Saint Lucia Comprehensive Disaster Management Strategy;
 - iv. Organizational structures of all of CDEMA PS;
 - v. CDEMA Discussion Paper: Towards defining a model national disaster office organizational structure to delivery CDM;
 - vi. CDEMA Discussion Paper: Advancing CDM at the National Level;
 - vii. Report on the Assessment of ICT Capacity of CDEMA Participating States;
 - viii. Model CDM legislation and regulations

- 3.9 Consult with CDEMA PS to identify strengths and weaknesses of existing organizational structures; understand the differences in CDM governance across CDEMA PS, and identify and agree on the key functional areas, roles and responsibilities of National Disaster Organizations.
- 3.10 Review organizational structure theories with a view to identifying one that effectively supports the mandate of NDOs
- 3.11 Elaborate Draft Model National Disaster Management Office Organizational Structures and present to the CDEMA CU and Work Programme Development and Review (WPRD) Sub-Committee of the CDEMA Technical Advisory Committee (TAC) at a the time and place to be determined by the CDEMA CU. This report should:
 - a. Outline the organizational structure theory that is being utilized to guide the development of the model organizational structure
 - b. Present and detail a suite of model organizational structures for consideration by PS. In designing the suite of model organizational structures, consideration needs to be given to the reliability of the NDO during emergency operations. In this regard, a transition structure is also to be developed that will enable NDOs to effectively deliver on their mandate during emergency operations.
 - c. Detail recommendations for:
 - i. national emergency response structures;
 - ii. the positioning of the national disaster office within the national governance system
 - iii. the type of organization that NDOs should be set established as – autonomous or semi-autonomous

Regional Meeting on Model National Disaster Management Office Organizational Structures

- 3.12 In close collaboration with the CDERA/CU prepare an agenda and associated documentation for a half-day regional meeting at which the Model National Disaster Management Office Organizational Structures will be presented and discussed with CDEMA CU and all CDEMA PS;
- 3.13 Facilitate the regional workshop at a date and place/mechanism to be determined by the CDEMA CU
- 3.14 Prepare a Regional Meeting Report

Finalization of the Model National Disaster Management Office Organizational Structures

- 3.15 Finalize the Model National Disaster Management Office Organizational Structure Report based on comments received from CDEMA CU and PS
- 3.16 Submit the Draft Final report of the Model National Disaster Management Office Organizational Structures for final review and approval.
- 3.17 Submit Final Report of the consultancy which should detail the activities undertaken, results (planned and unplanned), lessons learned and recommendations.

4.0 RESULTS AND DELIVERABLES

The Consultant will submit the following:

- 4.1 Inception report
- 4.2 Draft Model National Disaster Management Office Organizational Structures
- 4.3 Agenda and associated documentation for half-day regional meeting
- 4.4 Regional Meeting Report

- 4.5 Final Draft Report of the Model National Disaster Management Office Organizational Structures
- 4.6 Final Report of consultancy which should detail the activities undertaken, results (planned and unplanned), lessons learned and recommendations.

NOTE: timelines for submission of deliverables listed at items 4.1-4.6 above will be agreed to and detailed in the final inception report.

5.0 INDICATIVE TIMEFRAME AND MAN DAYS

Item/Activity Description	Estimated Man Days
<i>Preparation of Inception Report</i>	
Meeting with CDEMA CU to guide the preparation of the inception report	1
Preparation of the inception report	3
<i>Sub-Total</i>	
<i>Development of Model National Disaster Management Office Organizational Structures</i>	
Review of regional and national disaster management related policy/strategy and national organizational structures	10
Consult with CDEMA PS to identify strengths and weaknesses of existing organizational structures	3
Draft Model National Disaster Management Office Organizational Structures	6
Develop agenda and documentation for Regional Meeting	2
Facilitate Regional Meeting	1
Prepare Report of Regional Meeting	2
Finalize Model National Disaster Management Office Organizational Structures	5
<i>Sub-Total</i>	
	33

Note: All other expenses are to be included in the financial proposal such as communications, travel and DSA costs for Consultant (s) (if applicable).

6.0 INPUTS OF THE CDEMA COORDINATING UNIT

6.1 CDEMA CU shall provide the Consultant with:

- Contact information for representatives from CDEMA PS
- Comments on all products/reports of this consultancy within ten (10) working days
- Guidance information on sourcing documents and/or resources as appropriate
- The list of documents noted at 3.7 (i-vii).

7.0 EVALUATION CRITERIA

The Consultant should have the following skills:

Qualifications and Experience

1. Masters in Business Administration
2. A minimum of five (5) years experience in Public Sector Organizational Design and Development.
3. A minimum of five (5) year experience in the Caribbean region in the area of disaster management.

Knowledge and Skills

4. Demonstrated knowledge and skills in stakeholder participation techniques
5. Demonstrated knowledge and skills in facilitation of workshops
6. Demonstrated analytical and research skills in the field of organizational structuring
7. Strong communication, documentation and presentation skills.
8. Demonstrated knowledge of the Enhanced CDM Strategy is a distinct asset.

The Technical Proposal should indicate at minimum:

1. Proposed approach to be taken for the roll out of the consultancy
2. Evidence of stakeholder participation
3. Timelines
4. Curriculum Vitae for each member of the team

Note: the financial proposal should have a detailed budget breakdown with man days for each team member identified

The Consultant may be an individual or firm/company and should be able to assume duties by September 01, 2010. The duration of the consultancy is scheduled to last a maximum of two and a half (2.5) months.

A technical and financial proposal based on the Terms of Reference outlined above must be provided by no later than close of business on **Monday, August 17, 2010.**

The proposal must include full Curriculum Vitae for each member of the proposed team. Further information may be obtained from Ms. Cisne Pascal (cisne.pascal@cdema.org) at the CDEMA Coordinating Unit (CU).

Please send applications to the contact and address below:

Mr. Jeremy Collymore

Executive Director, CDEMA

Attention: Development of National CDM Policy and National CDM Policy Adaptation Guide.

CDEMA

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